MBA / MBA IN PUBLIC ACCOUNTING / EXECUTIVE MBA IN BANKING
M.S. IN FINANCE / CERTIFICATE FOR ADVANCED STUDY

Fairfield University GRADUATE PROGRAMS

Charles F. Dolan School of Business

2002-2003

Applications and Information

For applications and additional information please write or call

Charles F. Dolan School of Business

Charles F. Dolan School of Business Room 100
Fairfield University
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Fairfield CT 06824-5195
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The provisions of this bulletin are not an irrevocable contract between Fairfield University and the student. The University reserves the right to change any provision or any requirement at any time.

Fairfield University admits students of any sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap to all the rights, privileges, programs and activities generally accorded or made available to students of the University. It does not discriminate on the basis of sex, race, color, marital status, sexual orientation, religion, age, national origin or ancestry, disability or handicap in administration of its educational policies, admission policies, employment policies, scholarship and loan programs, athletic programs or other University-administered programs.

STUDENTS WITH DISABILITIES — It is Fairfield University's policy that no qualified disabled student shall, on the basis of disability, be discriminated against, excluded from participation in, or denied the benefits of any academic program, activities, or services. The University provides support services and arranges reasonable accommodations for disabled students. However, the University will not alter the essential academic elements of courses or programs. Students who require support services or other accommodations should contact the Director of Student Support Services, Dolan 210. Arrangements for appropriate accommodations may be made in a cooperative effort between the student, the faculty member, and student support services. The University may require documentation of learning disability.

Fairfield University complies with the "Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act." This report contains a summary of Fairfield University Security Department's policies and procedures along with crime statistics as required. Anyone wanting a copy of the report may obtain one by contacting Fairfield's Security Department at (203) 254-4090, or by stopping at the office in Loyola Hall, Room 2. The office is open 24 hours a day, 365 days a year.

The Title II Higher Education Reauthorization Act Report is available online at www.fairfield.edu/academic/gradedu/acadinfo.htm

CHARLES F. DOLAN SCHOOL OF BUSINESS GRADUATE PROGRAMS

Master of Business Administration

Master of Science in Finance

Master of Business Administration Program
in Public Accounting

Certificates for Advanced Study in

Accounting
Finance
Human Resource Management
Information Systems & Operations Management
International Business
Marketing
Taxation

2002-2003

CHARLES F. DOLAN
SCHOOL OF BUSINESS

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Campus Map ..... Inside Back Cover

School of Business Graduate Programs

Calendar 2002-2003

Classes are offered on weeknights and Saturdays to accommodate those in the program employed full time. Refer to schedules distributed each semester for possible changes.

Fall Semester 2002

August 30 ..... Registration deadline (by mail)
September 4 ..... Fall classes begin
October 18 ..... Application for Degree cards due for January graduation
November 27 - December 1 ..... Thanksgiving Recess

Spring Semester 2003

January 10 ..... Registration deadline (by mail)
January 13 ..... Spring classes begin
January 20 ..... Martin Luther King Jr. Day, University holiday
February 7 ..... Application for Degree cards due for May graduation
March 10-14 ..... Spring Recess
April 18-20 ..... Easter Recess
May 18 ..... Commencement

Summer Session 2003

July 3 ..... Application for Degree cards due for August graduation

Schedule of classes to be distributed in the spring.

A Message from the Dean

Excellence is what the business community demands of its leaders and this is what drives the activities of the Charles F. Dolan School of Business at Fairfield University. Our high quality was recognized in 1997 when AACSB International - The Association to Advance Collegiate Schools of Business accredited our undergraduate (B.S.) and graduate degree (M.B.A., M.S.) programs. Only 25% of all business schools are so recognized.

We have achieved this recognition because of the success that we have had in educating undergraduate and graduate students to be successful and responsible business leaders dedicated to pursuing excellence. In doing so we focus on being a worldwide leader in business curriculum innovation. In our graduate programs we focus on teaching current best practices for solutions to business problems within the context of a rigorous conceptual framework. We partner with our stakeholders in the business community to provide our programs in a technologically advanced active learning environment. Our active learning environment brings actual organizational problems into the classroom and puts students into actual organizational settings. This approach enables us to create a seamless learning environment that builds on our faculty's excellence in their respective academic disciplines and that also builds on the average of ten years of business experience each faculty member has in his or her field. Students graduating from the Charles F. Dolan School of Business are thus equipped with state-of-the-art knowledge in current business concepts and practices. Our top-notch programs and faculty are appropriately housed in a building dedicated to the Charles F. Dolan School of Business. The educational facilities available to students in this building and on the entire campus are second to none!

This exciting business learning environment is enhanced by our key geographic location that puts us in close contact with the more than forty Fortune 500 headquarters located within fifty miles of Fairfield and the close to one-hundred Fortune 500 headquarters located in New York City and lower Westchester County. We also benefit from Fairfield County's hosting the largest concentration of U.S. headquarters of foreign multinational corporations.

Because we are so highly regarded by the business community each year the School plays host to numerous high level executives - many of them alumni - who visit our classes and share their expertise with our students. Our business degree can be a passport to success in the job market. Our students are widely sought after by top firms upon graduation.

We believe that The Charles F. Dolan School of Business at Fairfield University offers you a tremendous opportunity to do your undergraduate and graduate business education in a unique academic and professional environment. We look forward to welcoming you!

Norman A. Solomon, Ph.D.
Dean, Dolan School of Business

The Mission of Fairfield University

Fairfield University, founded by the Society of Jesus, is a coeducational institution of higher learning whose primary objectives are to develop the creative intellectual potential of its students and to foster in them ethical and religious values and a sense of social responsibility. Jesuit education, which began in 1547, is committed today to the service of faith, of which the promotion of justice is an absolute requirement.

Fairfield is Catholic in both tradition and spirit. It celebrates the God-given dignity of every human person. As a Catholic university it welcomes those of all beliefs and traditions who share its concerns for scholarship, justice, truth, and freedom, and it values the diversity that their membership brings to the university community.

Fairfield educates its students through a variety of scholarly and professional disciplines. All of its schools share a liberal and humanistic perspective and a commitment to excellence. Fairfield encourages a respect for all the disciplines - their similarities, their differences, and their interrelationships. In particular, in its undergraduate schools it provides all students with a broadly based general education curriculum with a special emphasis on the traditional humanities as a complement to the more specialized preparation in disciplines and professions provided by the major programs. Fairfield is also committed to the needs of society for liberally educated professionals. It meets the needs of its students to assume positions in this society through its undergraduate and graduate professional schools and programs.

A Fairfield education is a liberal education, characterized by its breadth and depth. It offers opportunities for individual and common reflection, and it provides training in such essential human skills as analysis, synthesis, and communication. The liberally educated person is able to assimilate and organize facts, to evaluate knowledge, to identify issues, to use appropriate methods of reasoning, and to convey conclusions persuasively in written and spoken word. Equally essential to liberal education is the development of the aesthetic dimension of human nature, the power to imagine, to intuit, to create, and to appreciate. In its fullest sense liberal education initiates students at a mature level into their culture, its past, its present, and its future.

Fairfield recognizes that learning is a lifelong process and sees the education that it provides as a foundation upon which its students may continue to build within their chosen areas of scholarly study or professional development. It also seeks to foster in its students a continuing intellectual curiosity and a desire for self-education that will extend to the broad range of areas to which they have been introduced in their studies.

As a community of scholars, Fairfield gladly joins in the broader task of expanding human knowledge and deepening human understanding, and to this end it encourages and supports the scholarly research and artistic production of its faculty and students.

Fairfield has a further obligation to the wider community of which it is a part, to share with its neighbors its resources and its special expertise for the betterment of the community as a whole. Faculty and students are encouraged to participate in the larger community through service and academic activities. But most of all, Fairfield serves the wider community by educating its students to be socially aware and morally responsible persons.

Fairfield University values each of its students as an individual with unique abilities and potentials, and it respects the personal and academic freedom of all its members. At the same time it seeks to develop a greater sense of community within itself, a sense that all of its members belong to and are involved in the University, sharing common goals and a common commitment to truth and justice, and manifesting in their lives the common concern for others which is the obligation of all educated, mature human beings.

The University

Fairfield University, founded in 1942, became the 26th institution of higher learning operated by the Jesuit order in the United States — the inheritor of a tradition of learning and scholarship that dates back to 1540, when St. Ignatius Loyola founded the Society of Jesus on the principle of active service in the world.

Many Jesuits chose education as their field of service. A basic Jesuit principle, the striving for excellence, led them to create schools that have become renowned for their academic quality. Over the centuries, a Jesuit education has come to mean a high standard of academic and intellectual discipline within Judeo-Christian values.

The Conference Center, formerly occupied by America's Community Bankers, is the new campus home of the School of Business. The building, among the most outstanding educational facilities in the state, contains 70,000 square feet, an amphitheater that seats 150, 12 classrooms, eight workrooms for team projects, two computer labs and 45 faculty offices.

The majority of Fairfield's faculty are lay people who represent many faiths and many creeds, and students are selected without regard to sex, race, color, marital status, religion, age, national origin or ancestry, disability or handicap. There is one common tie — a commitment to moral and spiritual values. This is the cornerstone of Fairfield's academic philosophy — the search for truth through learning.

Fairfield University includes the College of Arts and Sciences, the Charles F. Dolan School of Business, the School of Nursing, the Graduate School of Education and Allied Professions, the School of Continuing Education and the School of Engineering.

Located in America's "academic corridor," — that short expanse from New York City to Boston that contains the world's largest concentration of colleges and universities — Fairfield provides access to many cultural, recreational, social and intellectual programs. In addition to its proximity to New York City and all the recreational possibilities available there, the immediate area offers many fine local theaters and cinemas, restaurants, botanical and zoological gardens, and many excellent beaches and boating facilities.

Fairfield's 200-acre campus is among the most beautiful in the country. Created from two large private estates, it retains a gracious, tranquil atmosphere. There are many wooded areas, lawns, gardens and pleasant walks, and, from several vantage points, a broad view of the blue waters of Long Island Sound.

Because the University is relatively young, all of its buildings are modern and well suited to the needs of its students. Some of the outstanding buildings are the Rudolph F. Bannow Science Center; Canisius Hall; the DiMenna-Nyselius Library; Donnarumma Hall; the Thomas J. Walsh Athletic Center; the Leslie Q. Quick, Jr. Recreation Complex; the Regina A. Quick Center for the Arts, with a 750-seat theatre, a smaller experimental theatre, and art gallery; the PepsiCo Theatre, with a 75-seat studio theatre; the Egan Chapel of St. Ignatius Loyola; the John A. Barone Campus Center; and the Charles F. Dolan School of Business.

Accreditation

The Charles F. Dolan School of Business received full accreditation of its undergraduate and graduate programs by the AACSB International – The Association to Advance Collegiate Schools of Business on March 6, 1997. This accreditation represents the highest level of achievement for a business school.

Fairfield University is fully accredited by the New England Association of Schools and Colleges, which accredits schools and colleges in the six New England States. Accreditation by one of the six regional accrediting associations in the United States indicates that the school or college has been carefully evaluated and found to meet standards agreed upon by qualified educators.

The State of Connecticut Department of Education has approved the programs for teacher certification at the secondary level and graduate programs leading to certification in specialized areas of education in the Graduate School of Education and Allied Professions. In addition, its School and Community Counseling programs have received accreditation from the Council for Accreditation of Counseling and Related Educational Programs (CACREP).

The School of Nursing has been accredited by the National League for Nursing and approved by the Connecticut Department of Higher Education and by the Connecticut State Board of Examiners for Nursing.

In October 1980, the State of Connecticut Department of Higher Education granted licensure for the Master of Science in Financial Management program. The State of Connecticut Department of Higher Education has granted full accreditation for the Master of Business Administration and for the Master of Science in Financial Management programs.

The University holds memberships in the National Association of Independent Colleges and Universities, American Council for Higher Education, AACSB International, American Association of Colleges for Teacher Education, American Council on Education, Association of Jesuit Colleges and Universities, Connecticut Association of Colleges and Universities for Teacher Education, Connecticut Conference of Independent Colleges, Connecticut Council for Higher Education, National Catholic Educational Association, National League for Nursing, and New England Business and Economic Association.

Fairfield University complies with the Family Educational Rights and Privacy Act of 1974 (also known as the Buckley Amendment), which defines the rights and protects the privacy of students with regard to their educational records.

The Charles F. Dolan School of Business

The Dolan School of Business was established in 1978, having been a Department of Business Administration for 31 years within the College of Arts and Sciences. In 1981, in response to a stated need by the business community within Fairfield County, the School began its Master of Science in Financial Management program. The Certificate for Advanced Study in Finance was initiated in 1984. In 1994, in response to unprecedented market demand, the School introduced the Master of Business Administration (MBA) Program that now has concentrations in Accounting, eBusiness, Finance, Human Resource Management, Information Systems & Operations Management, International Business, Marketing, and Taxation.

In 1999, the Dolan School of Business introduced the Master of Business Administration Program in Public Accounting. This Program is designed to provide students with a Bachelor of Science degree in Accounting with an opportunity to complete a Master of Business Administration degree within a 12- to 15-month period - as well as fulfill the 150-hour criterion to sit for the Uniform CPA Examination, as passed in the State of Connecticut as well as most other jurisdictions. Concentrations available to students in this program are Accounting and Taxation, Finance, and Information Systems & Operations Management.

The Dolan School of Business received full accreditation of its graduate and undergraduate programs by the AACSB International - The Association to Advance Collegiate Schools of Business on March 6, 1997.

Then, in 2000, the School's advancement was further recognized: It was named the Charles F. Dolan School of Business in response to a very generous gift of

$25 million from Charles F. Dolan, founder and chairman of Cablevision Systems Corporation and long-time friend and trustee of the University.

The School is housed in a state-of-the-art facility with eleven classrooms, three computer labs, eight group workrooms and outstanding media and technology equipment. The building has extensive lounge and meeting areas for student activities and unrivaled offices for faculty and staff. Thus, the School's building and facilities are among the best in the nation and reflect the continual development and unlimited potential of the Dolan School of Business.

Mission Statement and Goals of the Dolan School of Business

In keeping with the mission of Fairfield University, the Dolan School of Business is committed to preparing students for leadership success in their personal and professional lives in the Jesuit tradition of educating the "whole" person, who is socially responsible and prepared to serve others.

The programs and curricula of the School are directed at a diverse population of students. Through innovation and the integration of the many disciplines in the arts and sciences with the areas of commerce, our programs encourage the acquisition of interdisciplinary knowledge, personal skills, and technical competencies necessary in our increasingly complex, diverse and sophisticated world.

The School emphasizes excellence in the classroom, in scholarly research, and in the application of concepts to the world of business and it:

- Strives to attend to, and develop, all students to their fullest potential in accord with their needs, talents, and goals. This requires a commitment to teaching the "whole" person and recognition that excellence in teaching is its number one priority.
- Strives through its graduate and undergraduate programs to be recognized by the business and educational communities as one of the best, if not the best, of any small comprehensive university in the nation, serving students in both programs that have been selected for their high intellectual and leadership capacities, and who are likely to make outstanding contributions to the world of business, within the philosophy of the Jesuit tradition.
- Fosters excellence in its faculty, curricula, staff, and its facilities and programs through the devotion of resources for instructional development, and for faculty and staff development to enhance the learning process of its students and maximize the potential of faculty and staff.
- Strives to serve the expectations and needs of its stakeholders, internal and external, by continuously reviewing, evaluating and changing its mission, goals, programs, curricula, resource bases, intellectual contribution, and overall activity.
- Strives to create within its students and community an understanding and appreciation of the interrelationships of business, legal, social, and cultural systems through teaching, internships, faculty and student exchange programs, and resource networks so that students are prepared to meet the challenges of the global village in a socially responsible manner.

The School designs individual programs of study for each student to meet his or her educational goals and professional objectives. The program design is completed upon matriculation, and each semester the individual can update or amend it in consultation with the Director of Graduate Programs.

The School faculty have an average of 10 years of professional business experience to accompany their strong academic preparation which includes an earned doctorate and, in nearly every case, previous academic work in the liberal arts and sciences, scholarly contributions and ongoing research interests, and continuing professional involvement in their chosen areas of expertise. The School faculty are dedicated to teaching excellence and they have the unique ability to bridge the gap between theory and practice because of their business experience and strong academic backgrounds.

- Seeks to create a community of scholars, faculty, and students dedicated to understanding, and responding to, the needs of organizations and institutions; to create outstanding academic programs that foster the development of humane and ethical organizations; while concomitantly adding to the intellectual capital of the academy through the application of basic and applied research.
- Strives to maintain an appropriate balance of faculty in each discipline area within the School to serve the programs offered to satisfy stakeholder needs; to maintain a balance of teaching, intellectual contribution and service within each discipline area consistent with the excellence articulated in its mission; and to create a faculty development system consistent with achieving excellence in instructional development and intellectual contribution.

In carrying out its mission, the School admits graduate students who have an average of 3 or more years of professional experience and an average formula score, 200 X undergraduate GPA + GMAT Score, in excess of 1100. Students who have little or no professional experience are expected to have above average grade point averages (3.30 or above) and higher GMAT scores (e.g., 600 or above).

The School offers classes at night and on weekends to serve the needs of part-time graduate students from the regional business community, and full-time students. Class sizes are small, 20 - 25 on average, with an emphasis on close interaction between the individual and the faculty member. The School is dedicated to the use of the latest classroom teaching technologies and it has a balanced emphasis between individual assignments and group work in a variety of different classroom formats, i.e., lectures, case work, experiential exercises, business projects, research papers.

Graduate Student Association

The Fairfield University Graduate Business Association (FUGBA) was formed in 1999 to support internal and external environments to create the best possible educational experience for graduate business students and alumni at the School. Internal committees facilitate communication and program enrichment: the Communication Committee seeks to voice issues and ideas to the administration; and the Camaraderie Committee seeks to build and maintain the School's sense of community and fun. External committees include Networking and Publicity. The former supports networking opportunities within the student body, the alumni and the business community at large; the latter works to ensure visibility for all.

Admission, Expenses and Financial Aid

Admission Policies

Admission Criteria for the Master of Business Administration and Master of Science in Finance Degrees

Admission policies will be the same for both the Master of Business Administration and the Master of Science in Finance Program. Students who hold a Bachelor's degree in any field from a regionally accredited college or university (or the international equivalent) and who have demonstrated their ability or potential to do high quality academic work are encouraged to apply.

Consistent with the requirements of the AACSB, the criteria for admission to either program will be an appropriate undergraduate grade point average and an appropriate score on the Graduate Management Admission Test (GMAT).

The formula score for admissions is, generally, 1100, arrived at by multiplying the applicant's grade point average by 200 and adding that product to the GMAT score. As a practical matter, this will in most cases mean an undergraduate grade point average of at least 3.00 accompanied by a GMAT score of at least 500.

In addition, the admission process will require complete official transcripts of all undergraduate work, two letters of recommendation, and a self-evaluation of work experience. A Committee on Graduate Admissions will review the applications and select those who will be accepted into the program.

The GMAT Exam

The Graduate Management Admission Test (GMAT), offered by the Educational Testing Service (Box 966-R, Princeton, NJ 08541; www.gmat.org), is a test of aptitude rather than a test of business knowledge per se. The test, offered throughout the year at local computer labs, examines two areas, verbal and quantitative. A score is earned in each area and the scores are added together for a total GMAT score which ranges between 200 and 800. The actual required score for admission of an individual candidate into the program depends upon the cumulative grade point average earned in undergraduate work and an assessment of all parts of the candidate's application dossier.

Admission Procedure for the Master of Business Administration and Master of Science in Finance Degrees

The following items must be on file with the Committee on Graduate Admissions of the School of Business before an applicant may be considered for admission.

1) A completed Application for Admission form
2) A $55 application fee payable to Fairfield University
3) A statement of self-evaluation of work experience and career objectives
4) An official copy of transcripts of previous college or university work
5) Completed recommendation forms from two references (one recommendation normally should be from a faculty member and one from a present or former employer)
6) A score for the Graduate Management Admission Test
7) Proof of immunization against measles and rubella in compliance with State of Connecticut regulations.

The applicant should submit items 1, 2, 3, and 7 directly to the Committee on Graduate Admissions and arrange for items 4 through 6 to be submitted to the Committee.

NOTE: Students from non-English speaking countries are required to submit a Test of English as a Foreign Language (TOEFL) Score Report documenting a score of 550 or above. Details of the test are available from any U.S. Embassy or information office or from the Educational Testing Service.

Admission Criteria for the Master of Business Administration Program in Public Accounting

Students who are in the Fairfield undergraduate accounting program, and wish to pursue the Master of Business Administration in Public Accounting, must apply in the spring of the student's junior year. As part of the admission process, the School of Business will arrange interviews with CPA firms who will then decide, on a case-by-case basis, to serve as the applicant's sponsor for the Practicum. Non-Fairfield undergraduates may apply for the 5th year M.B.A. with these criteria also.

Admission criteria:

1) Good standing in a Bachelor of Science in Accounting program
2) Minimum 3.00 grade point average
3) SAT score of an 1100 or above, or a GMAT formula score of 1100 or above (200 x GPA + GMAT score)
4) Sponsorship by a public accounting firm for the Practicum component of the Program
5) A completed Statement of Certification form from the applicant's accounting department faculty

6) A completed recommendation form from a faculty member (non-accounting) or former employer

7) A Statement of Self Evaluation

8) Certain core courses may be waived, or substituted for, by equivalent courses taken as part of the applicant's undergraduate curriculum, as deemed appropriate by the Director of the Master of Business Administration Program in Public Accounting.

In addition to the admission criteria listed above, the following items must be on file with the Committee on Graduate Admissions of the School before an applicant may be considered for admission:

1) A completed Application for Admission form

2) A $55 application fee payable to Fairfield University

3) An official copy of transcripts of previous college or university work

4) Proof of immunization against measles and rubella in compliance with State of Connecticut regulations..

Admission Criteria for the Master of Business Administration and Bachelor of Science Five-Year Undergraduate and Graduate Program

Admission and Program Requirements:

1) A minimum 3.00 grade point average

2) SAT scores of 1100 or above or a GMAT formula score of 1100 or above (200 x GPA + GMAT score)

3) Satisfaction of prerequisite core preparation courses in Calculus; Statistics; Accounting I and II; Business Decision Making; Creating a Competitive Environment; Information Systems; Global, Legal, Social and Ethical Environments of Business; Business Ethics; Macroeconomics; and Microeconomics, with at least a 3.00 grade point average with no grades in the aforementioned courses below a grade of 2.67 or B-. The aforementioned core courses may be waived, or substituted for, by analogous courses deemed appropriate by the Associate Dean of Graduate Programs or Assistant Director of Graduate Programs of the School. All participants in this program will be expected to complete at least 12 courses or 36 credits at the graduate level, of which two courses or six credits will be transferable toward completion of the undergraduate degree. Students in this program will not be permitted to waive BU 584, Global Competitive Strategy.

4) Four graduate courses or up to 12 graduate credits may be taken during the fourth academic year (September to graduation) of study, and two graduate courses or six graduate credits may be double counted toward completion of undergraduate business major or business minor or business core or free elective requirements.

5) Formal admission to the program will occur after the student's junior year and satisfactory completion of all prerequisite core preparation courses and admission requirements as stipulated in items 1, 2, and 3 and all other admission requirements stipulated for the MBA program. Admission to the combined BS/MBA will require the payment of additional tuition and fees as indicated in the graduate catalog of the School of Business.

6) Every student in the program must maintain at least a 3.00 grade point in all courses. If a student receives two course grades of 2.67 or below in either graduate or undergraduate courses after admission to the combined five-year program, he or she will be excluded from the MBA program.

7) At least one course in the undergraduate curriculum must be an internship that must be completed by the end of the fourth year of study.

Admission Criteria for the Certificate Program for Advanced Study in Accounting, Finance, Human Resource Management, Information Systems & Operations Management, International Business, Marketing, and Taxation

Students who hold a master's degree, who have professional experience and who have demonstrated their ability to do high-quality academic work are encouraged to apply.

The following items must be on file with the Committee on Graduate Admissions of the School of Business before an applicant may be considered for admission.

1) A completed Application for Admission for the Certificate Program form

2) A $55 application fee payable to Fairfield University

3) A recent resume

4) An official copy of transcripts of previous undergraduate and graduate work

5) Proof of immunization against measles and rubella in compliance with State of Connecticut regulations.

The applicant should submit items 1, 2, 3, and 5 directly to the Committee on Graduate Admissions and arrange for item 4 to be submitted to the Committee.

Apply Online

Applicants are invited to apply online by accessing the WorldWideWeb via: http://apply.embark.com/mbaedge/fairfield. Once you submit your application, we will process it and review it with precisely the same care and consideration as applications submitted through the regular post.

Tuition and Fees

Part-Time Students

A part-time graduate student enrolls for less than 9 credit hours per semester of graduate level courses

The schedule of tuition and fees for part-time students are as follows:

Application for matriculation (not refundable)	$55
Registration per semester	$25
Part-time student Tuition per credit hour	$510
Change of course	$10
Computer lab fee	$45
Promissory note fee	$25
Commencement fee (required of all degree recipients)	$100
Transcript	$4
Returned check fee	$30

Full-Time Students

A full-time graduate student enrolls for at least 9 and not more than 15 credit hours per semester of graduate level courses.

Application for matriculation (not refundable)	$55
Registration per semester	$25
Full-time student Tuition per semester (9 credit hours to 15 credit hours)	$9,550
Change of course	$10
Computer lab fee	$45
Promissory note fee	$25
Commencement fee (required of all degree recipients)	$100
Transcript	$4
Returned check fee	$30

The trustees of the University reserve the right to change tuition rates and the fee schedule and to make additional changes whenever they believe it necessary.

Full payment of tuition and fees and authorization for billing a company must accompany registration. Payments may be made in the form of cash (in person only), check, money order, MasterCard, VISA, or American Express. All checks are payable to Fairfield University.

No degree will be conferred and no transcripts will be issued for any student until all financial obligations to the University have been met.

The University offers several deferred payment options.

Deferred Payment. During the fall and spring semesters, students deemed eligible may defer payment on tuition as follows:

For students taking less than six credits - at the time of registration the student pays one-half of the total tuition due plus all fees and signs a promissory note for the remaining tuition balance. The promissory note payment due date varies according to each semester.

For students taking six credits or more - at the time of registration, the student pays one-fourth of the total tuition due plus all fees and signs a promissory note to pay the remaining balance in three consecutive monthly installments. The promissory note payment due dates vary according to the semester.

Failure to honor the terms of the note will prevent future deferred payments and affect future registrations.

Reimbursement by Employer. Many corporations pay their employees' tuition. Students should check with their employers.

If they are eligible for company reimbursement, students must submit, at in-person registration, a letter on company letterhead stating approval of the course registration and the terms of payment. The terms of this letter, upon approval of the Bursar, will be accepted as a reason for deferring that portion of tuition covered by the reimbursement. Even if covered by reimbursement, all fees (registration, processing, lab or material) are payable at the time of registration. Students will be required to sign a promissory note that requires a $25.00 processing fee. This note states that an outstanding balance must be paid in full prior to registration for future semesters. A guarantee that payment will be made must be secured at the time of registration by either a MasterCard, VISA, or American Express credit card. If the company offers less than 100% reimbursement unconditionally, the student must pay the difference at the time of registration and sign a promissory note for the balance. Letters can only be accepted on a per semester basis. Failure to pay before the next registration period will prevent future deferred payments and affect future registrations.

Refund of Tuition

All requests for tuition refunds must be submitted to the appropriate Dean's office immediately after the withdrawal from class. (Fees are not refundable.) The request must be in writing and all refunds will be made based on the date notice is received or, if mailed, on the postmarked date according to the following schedule. Refunds of tuition charged on a MasterCard, VISA, or American Express must be applied as a credit to your charge card account.

	% Refund
Before first scheduled class	100%
Before second scheduled class	90%
Before third scheduled class	80%
Before fourth scheduled class	60%
Before fifth scheduled class	40%
Before sixth scheduled class	20%
After sixth scheduled class	0

Refund takes 4-6 weeks to process.

Financial Aid

Federal Stafford Loans

Under this program, graduate students may apply for up to $18,500 per academic year, depending on their educational costs. Students demonstrating need (based on federal guidelines) may receive up to $8,500 of their annual Stafford Loan on a subsidized basis. Any amount of the first $8,500 for which the student has not demonstrated need (as well as the remaining $10,000 should they borrow the maximum loan), would be borrowed on an unsubsidized basis.

When a loan is subsidized, the federal government pays the interest for the borrowers as long as they remain enrolled on at least a half-time basis, and for a six-month grace period following graduation or withdrawal. When a loan is unsubsidized, the student is responsible for the interest and may pay the interest on a monthly basis or opt to have the interest capitalized and added to the principal.

How to Apply

Students must complete the Free Application for Federal Student Aid (FAFSA), and submit it to the federal aid processing center. The Title IV Code for Fairfield University is 001385.

Students borrowing for the first time at Fairfield University must obtain a Federal Master Promissory Note (MPN) from the lender of their choice or the Fairfield University Office of Financial Aid. The completed MPN must be sent to the Office of Financial Aid for processing. Students who previously submitted an MPN to the University need to contact the Office of Financial Aid for an award letter, indicate acceptance of the loan, and return a signed copy of the award letter to the Office of Financial Aid. The Federal Stafford Loan will be processed and disbursed according to lender provisions.

Approved loans will be disbursed in two installments. Students borrowing from Sallie Mae lenders will have their funds electronically disbursed to their University accounts. Students who borrow from other lenders will need to sign their loan checks in the Bursar's Office before the funds can be applied to their accounts. **Receipt of financial aid requires full matriculation in a degree program.**

Family Education Loan Program (FELP)

Loans to assist graduate and professional students pay the cost of attending the University. Repayment begins approximately 60 days after the money is disbursed at a fixed annual rate of 7.5% (simple interest). Families may borrow from $2,000 to $20,000 per year depending on the cost o the school. For information contact the Connecticut Higher Education Supplemental Loan Authority at 1-888-547-8233.

Reimbursement by Employer

Many corporations, school systems and hospitals have a tuition reimbursement plan for their employees. Students should check their company policies and procedures that apply to degree studies.

Tax Deductions

Treasury regulation (1.162.5) permits an income tax deduction for educational expenses (registration fees and cost of travel, meals and lodging) undertaken to: (1) maintain or improve skills required in one's employment or other trade or business, or (2) meet express requirements of an employer or a law imposed as a condition to retention of employment job status or rate of compensation.

Veterans

Veterans may apply educational benefits to degree studies pursued at Fairfield University. Veterans should submit their file numbers at the time of registration. The University Registrar's office will complete and submit the certification form.

Student Services

Graduate students are invited to participate in the non-academic facets of campus life. Many of the University's student services are available to students in the graduate schools on a fee-for-service basis.

Library

The DiMenna-Nyselius Library completed a $17 million expansion and renovation project in the fall 2001. In addition to providing space for expanded access to information resources, this state of the art facility provides a variety of study spaces including team rooms, study pods, research tables, individual carrels, leisure seating, a 90-seat auditorium and a 24-hour café. An extensive fiber optic network, combined with the latest in network technology, provides over 600 data connections to the campus network at speeds of 100Mpbs.

The DiMenna-Nyselius Library contains an extensive and carefully selected collection of print and electronic resources which include over 310,000 bound volumes, more the 1,800 journals and newspapers, over 10,000 audiovisual items, and the equivalent of 95,000 volumes in microform. A particular strength is the selective, but wide-ranging and current, reference collection. The stacks are open to all students, with study spaces at tables and individual carrels for over 900 students.

The library also has an automated information and inventory system, an online catalog that provides author, title, subject, and keyword access to all its books, journals and audiovisual materials. The library provides online access to more than 40 subscription databases including many with full text materials. These Internet resources may be accessed from either on or off campus. The library also has a CD-ROM local area network that provides access to several additional databases. Library reserve materials are available in print and electronically via the ERes system.

Other computing resources include two open computer labs providing access to Microsoft Office 2000 and the Internet on both iMacs and Intel-based personal computers. One lab has 30 seats; the other has 32 and can be accessed 24 hours a day. Both have spacious desktops located in custom-designed workstations. Workstations for the physically handicapped are available throughout the building. Additionally, there is a 30-seat computer-based training room reserved for library instruction.

The library contains group study rooms, photocopiers, readers and reader-printers for microforms, and audiovisual hardware and software. The Campus TV network can be viewed on sets in video viewing carrels located in the Media Department. To borrow library materials, students must present a University ID card at the Circulation Desk. During the academic year, the library is open Monday through Thursday, 7:45 a.m. to midnight; Friday, 7:45 a.m. to 10:30 p.m.; Saturday, 9 a.m. to 9 p.m.; and Sunday, 10:30 a.m. to midnight.

The Library Collection

The circulating and reference collections related to business contain more than 31,200 volumes in pertinent subjects. These include not only titles in the comprehensive business and economics classifications, but also volumes in the technology area covering such topics as management information systems, risk analysis, patents, operations research, work measurement, technological forecasting, and distribution. In addition, the international concentration can draw upon supporting materials in the areas of politics, government, and law.

The 311 periodicals specifically assigned to business and economics comprise nearly 17% of the library's 1,788 current subscriptions. A number of titles appearing on the library's general list offer further substance for the program. These include newspapers such as *The New York Times*, *the Wall Street Journal*, and the *Washington Post*, as well as periodicals such as *Conference Board Briefings*, *Beijing Review*, *Current Digest of the Post Soviet Press*, *Korea's Economy*, and *PC Magazine*.

WorldWideWeb database subscriptions for campus-wide access include Business & Company ASAP, LEXIS-NEXIS, RIA Checkpoint, STAT-USA, Westlaw, and Disclosure Global Access. Relevant compact disc databases include Periodical Abstracts on Disc, and ABI Inform, a more general business abstracts database. The library's mediated and end-user search services provide access to many additional databases through vendors such as Dialog and OCLC.

The library's Media Department contains audiovisual resources and microforms collections, which include extensive newspaper and periodical back files.

The library holds a significant percentage of the Harvard Business School Core List. A bibliography of the School's basic collection is published every one to two years. It, together with the School's monthly "additions" list, is one of the library's primary selection sources for materials in support of Dolan School of Business programs.

The Computer Facilities

The computer facilities at Fairfield University provide state-of-the-art access to personal computer laboratories, terminals, and the library collection that includes databases, bibliographies, and the on-line catalog. The University is connected to the Internet that provides access to bulletin boards, e-mail, databases, and library collections across the world. Computer access is facilitated by the high speed fiber optic cabling with a transmission speed capability of up to 10 megabits per second. Classrooms, faculty offices, dormitory rooms, and administrative offices all are wired with the fiber optic cable. Academic computing is supported by an SCT Alpha 2100 with a VMS operating system, an AIX with a UNIX operating system, an SCT VAX 5100 Ultrex with a UNIX operating system, and a DEC Alpha for faculty research. The DiMenna-Nyselius Library is supported by an SCT DEC Alpha with a VMS operating system, and administrative computing is supported by an IBM RISC 6000 Model 7015.

The University has ten public personal computer laboratories with a variety of hardware and software for the UNIX, Windows and Macintosh environments. These labs are used for classroom instruction and walk-in service. The labs are open nearly 18 hours every day and are staffed with lab assistants for software and hardware consultations.

All buildings on campus are connected to the Internet, and network connections are available in all on-campus residence rooms, which also include cable TV. In addition, all students have individual voicemail. The university's fiber to desktop project won the nationally recognized Award for Institutional Excellence in Telecommunications 1994 from the Association of College and University Telecommunication Administers. The School of Business has computer capacity in all classrooms and three computer labs in its building.

The Computing and Networking Services at Fairfield University is located in the Bannow Science Center. Office hours are from 8:30 a.m.-4:30 p.m. during the school year. CNS makes computer resources and training accessible to all students in an effort to maximize the use of technological innovations in the learning process. Services include lab support; technical advice on hardware, software and network questions; special arrangements for classroom technologies; and personal web pages. In addition, CNS offers a variety of free computing workshops throughout the year.

Career Development Services

Graduate business students are invited to work with a career coach in the School of Business to plan and navigate career development. Students seeking to leverage their MBA or MS degree to make a career transition are advised to make an appointment with the Assistant to the Dean for Graduate Career Development one year in advance of graduating. On an ongoing basis, students are encouraged to access on-line resources or to review materials in the Career Information Library in the University's Career Planning Center.

Campus Ministry

The Campus Ministry Team is composed of two Jesuit priests and three laypeople. The members of the ministry team provide counseling and spiritual direction, foster prayer life, coordinate interfaith and ecumenical religious events, conduct liturgies and retreats, and encourage student-led ministries and participation in community service and international mission opportunities. The ministers are available at any time for students' needs and can be reached at the Pedro Arrupe, S.J. Campus Ministry Center.

Housing

University residence hall facilities on campus are reserved for undergraduate and full-time graduate students. Off-campus housing for graduate students can be arranged on an individual basis through the coordinator of off-campus housing.

The Barone Campus Center

The Barone Campus Center is the social focal point for all sectors of the University community. The Campus Center is open 24 hours from Sunday to Tuesday, and 7 a.m. to midnight on Fridays and Saturdays. Included in the Campus Center are: the bookstore (open Monday to Friday, 8 a.m. to 7 p.m.; Saturday and Sunday, 11 a.m. to 4 p.m., and open for extended hours for the first two weeks of each semester; call 254-4262), snack bar (open Monday to Friday, 8 a.m. to midnight, and Saturday and Sunday, 11 a.m. to midnight), game room, mailroom (open Monday to Friday, 8:30 a.m. to 3:55 p.m.), ride boards and weekly activity bulletin. For more information, call the Barone Campus Center Information Desk from 9 a.m. to 9 p.m. at (203) 254-4222, or if on campus, ext. 4222.

Leslie C. Quick, Jr. Recreation Complex

The Quick Recreation Complex (RecPlex) is a multi-purpose facility with a 25-meter swimming pool; a field house unit that can be used interchangeably for volleyball, basketball and jogging; enclosed courts that can be used for racquetball; two exercise rooms; a multi-purpose room that can be used for modern dance, slimnastics and exercising; two saunas and a whirlpool bath; a sunbathing deck; and locker rooms.

Graduate students are eligible to join during each semester they are enrolled upon presentation of a University identification card validated for the current semester. Membership fee information is available at the RecPlex. The office is open from 8:30 a.m. to 4:30 p.m., Monday through Friday. For complete information, call (203) 254-4140, during office hours.

Special Events

A continuous series of special events including exhibitions, lectures, and dramatic and musical programs is scheduled throughout the academic year. These events are open to all members of the University community, and many of them are free. For a complete calendar of events contact the Barone Campus Center, ext. 4222, or check the university's web site at http://www.fairfield.edu.

Security

The Security Department is responsible for the safety and security of persons and property associated with Fairfield University. The office is open, and security officers are on patrol, 24 hours a day year-round. Violations of University regulations, which require immediate attention, should be reported to the Security Department.

The Security office is located in Room 2 on the ground floor of Loyola Hall. To reach the department from an inside line, dial extension 4090; from an outside telephone line, dial 254-4090. **In an emergency, dial 254-4090.**

Parking

All vehicles must display a valid vehicle registration decal and be parked properly in designated areas. For part-time graduate and continuing education students, the registration fee is included with tuition, so no additional fee must be paid.

To register a vehicle, bring your current University I.D. or registration receipt and the vehicle's registration to the Security Department in Room 2 of Loyola Hall (ground floor). A pamphlet explaining traffic and parking regulations is available there.

Note: Unauthorized vehicles parked in fire lanes, handicapped spaces, or service vehicle spots are subject to fines and may be towed, at the owner's expense. Vehicles of handicapped persons must display an official campus or state handicapped permit.

The Master of Business Administration (MBA) Program

An MBA program is meant to be a generalist degree, which covers all the relevant topical areas and gives a student the opportunity to specialize, but not major, in a functional area of business. The MBA program has three components: core courses, breadth courses, and specialization or concentration courses.

The **core courses** are not required courses; they are designed to provide fundamental tools and functional area competencies for students who did not major in a business specialty as undergraduates, did not perform well academically as undergraduates, or took only a portion of the functional and tool courses that comprise the MBA core. For example, a student who majored in Economics as an undergraduate probably has sufficient background in economics, mathematics, statistics, and information systems, but lacks coursework in marketing, accounting, finance, organizational behavior, etc. Therefore, the Economics major would need to complete the missing core courses in order to have the same set of fundamental competencies as a student who majored in a business discipline. This is called "leveling," i.e., everyone starts at the same level, or nearly so, before they go on to take advanced coursework. Therefore, the core courses are prerequisites to the full MBA program.

The full MBA program is comprised of the **breadth courses** and the **specialization courses**. The new AACSB accreditation standards require at least 30 semester hours of study beyond the core. The School of Business will limit the number of options that it offers in both the breadth and specialization courses to strengthen the program pedagogically with a strong set of breadth courses that everyone must take, and limit the number of specialization electives to provide a focus for each concentration.

Course Waiver Policy: *Students admitted to the graduate programs may be able to waive selected courses on the basis of previous course work; relevant work experience when combined with related course work; or a program of graduate study completed with a grade of B or better. A maximum of 8 courses may be waived. Concentration courses may not be waived.*

Generally, the student's undergraduate degree must have been earned within five years of the date of enrollment in the graduate program for undergraduate courses to be considered for waivers.

Requests for waivers will be decided after students are accepted into the program. The request should be submitted to the Associate Dean for Graduate Business Programs. Waiver Request Forms can be obtained from the Dean's Office.

When submitting a request, students must provide all relevant transcripts and supporting materials. Fairfield University alumni who received a B.S. in Business within 5 years of their enrollment into the M.B.A. or M.S. in Finance Programs do not need to supply syllabi.

However, students who select Finance, Information Systems & Operations Management, or Marketing for their Concentration may not be granted a waiver in the related entry-level core course regardless of the number of undergraduate courses taken in those areas.

Computer Usage: *All students are expected to demonstrate and/or attain proficiency in the use of computers during their program of study. Usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use, and each student may obtain a computer account for access to the University's mainframe systems.*

The MBA Curriculum

Core Courses – 29 credits

AACSB standards require that the core curriculum include the following core areas:

- Financial reporting, analysis and markets,
- Domestic and global economic environments of organizations,
- Creation and distribution of goods and services, and
- Human behavior in organizations.

Core courses are designed to be taken before breadth and elective courses.

All courses are 3 credits unless otherwise noted.

AC 400 Financial Accounting
(Waived by two accounting courses)
AC 401 Management Accounting
OR
AC 402 Financial Statement Analysis
(Either waived by three accounting courses)
(Prerequisite for both: AC 400)
BU 403 Global Legal, Social and Ethical Environments of Business
FI 401 Financial Management
(Prerequisite: AC 400)
IS 401 Information Communication and Technology Management
MG 400 Organizational Behavior
MG 404 Quality Management and Operations
(Prerequisite: QA 401)
MK 401 Marketing Management
QA 400 Managerial and Mathematical Economics
QA 401 Data Analysis and Modeling, 2 credits

Breadth Courses – 21 credits

BU 584 Global Competitive Strategy
(Prerequisites: All core courses, MG 508 , and majority of breadth courses.)
FI 500 Creating and Managing Shareholder Value in a Dynamic Business Environment
(Prerequisites: AC 400 and FI 401)
MG 503 Human Resource Strategies
MG 504 Leadership
(Prerequisites: MG 400, MG 503)
MG 507 Negotiations and Dispute Resolution
MG 508 Strategic Management of Technology and Innovation
(Prerequisite: MG 404)
MK 500 Creating, Managing and Measuring Customer Value
(Prerequisites: All core courses)

Elective Courses – 12 credits

Four elective courses are required with a minimum of three electives from one area of concentration (Accounting, eBusiness, Finance, Health Care Management, Human Resource Management, Information Systems and Operations Management, International Business, Marketing or Taxation). One elective must be a designated "research" course in the student's area of concentration (see listing of electives below). Usually, electives are taken following completion of core and breadth courses.

MBA CONCENTRATIONS

Accounting Concentration:
To earn a Master's in Business Administration with a concentration in Accounting, the student must successfully complete the MBA core and breadth courses, as well as the area of concentration in Accounting.

All courses are 3 credits unless otherwise noted.

To be eligible for admission to this area of concentration, the student must have an undergraduate degree with a major in accounting or equivalent, i.e., B.S. or B.A. The equivalent of an undergraduate degree in Accounting includes the successful completion of: Intermediate Accounting (6 credits), Advanced Accounting (3 credits), Cost Accounting (3 credits), and Auditing (3 credits). Deficiencies will be handled on a case-by-case basis. Students choosing the Accounting area of concentration are expected to substitute TX 501 or TX 535 for AC 402 as breadth courses.

Required Concentration Course
AC 510* Contemporary Issues and Problems In Accounting
Elective Concentration Courses
AC 520* International Business, Accounting, and Tax Issues
AC 530 Accounting for Governments, Hospitals, and Universities
AC 540* Design of Cost Management Systems
AC 550* Accounting Information Systems and Technology
AC 560 Issues in Auditing & Assurance Services
TX 535 Taxation for Management Decision-Making
*Designated as research courses.

eBusiness Concentration *(requires four courses)*:
All students with a concentration in eBusiness must take

BU 470 Introduction to the Environment of eBusiness

A student may choose three courses from the following to complete the concentration:

BU 530* Global Operations Management
BU 535* Global Logistics Management
BU 590* Seminar: Contemporary Topics in eBusiness
IS 501* International Information Systems
IS 503* Data Mining and Data Warehousing
MK 570* Internet Marketing

Finance Concentration:
All students with a concentration in Finance must take the following courses:

FI 401 Financial Management *(Cannot be Waived)*
FI 505* Case Problems in Finance
FI 540 Investment Analysis

A student may choose one or two courses from the following to complete the concentration:

FI 520 Capital Budgeting
FI 525 Working Capital Management
FI 545 Portfolio Management
FI 555* International Financial Management
FI 560 Global Financial Markets and Institutions
FI 565 Derivative Securities
FI 570 Fixed Income Securities
FI 585* Seminar: Contemporary Topics in Finance

Information Systems & Operations Management Concentration:
All students with a concentration in IS&OM must take the following courses:

IS 401 Information Communication and Technology Management *(cannot be waived from the Core)*
IS 503 Data Mining and Data Warehousing
(formerly Decision Support and Expert Systems)

A student may choose two or three courses from the following to complete the concentration. Students' programs of study also may include courses selected from the School of Engineering's Master of Technology (MOT) program.

BU 510 Applied Forecasting
BU 530* Global Operations Management
BU 535* Global Logistics Management
IS 501* International Information Systems
IS 502* Impact of Computing on Life and Work
IS 585* Seminar: Contemporary Topics in Information Systems

International Business Concentration:
A student may choose three or four courses from the following to complete the concentration:

AC 520* International Business, Accounting and Tax Issues
BU 526* International Business Law & Regulation
BU 530 Global Operations Management
BU 535 Global Logistics Management
FI 555* International Financial Management
FI 560 Global Financial Markets and Institutions
IL 585* Seminar: Contemporary Topics in International Business
IS 501* International Information Systems
MG 550* International Human Resource Management
MK 550* Global Marketing

Management Concentration:
All students with a concentration in Management must take:

MG 400 Organizational Behavior
(cannot be waived from the Core)

A student may choose three or four courses from the following to complete the concentration:

MG 500 Corporate Culture and Diversity
MG 505 Performance Appraisal and Compensation Systems
MG 510* Law and Human Resource Management
MG 520* Women in the Workplace
MG 550* International Human Resource Management
MG 560* Entrepreneurship
MG 570 Labor Relations
MG 580 Cross-Cultural Management
MG 585* Seminar: Contemporary Topics in Management

A track in **Human Resource Management** is available with the following courses:

MG 400 Organizational Behavior *(Cannot be Waived)*
MG 510 Law and Human Resource Management
MG 505 Performance Appraisal and Compensation Systems
OR
MG 570 Labor Relations

A student may choose one or two courses from the following to complete the concentration:

MG 500 Corporate Culture and Diversity
MG 505 Performance Appraisal and Compensation Systems
MG 520* Women in the Workplace
MG 550* International Human Resource Management
MG 560* Entrepreneurship
MG 570 Labor Relations
MG 580 Cross-Cultural Management
MG 585* Seminar: Contemporary Topics in Management

Marketing Concentration:
All students with a concentration in Marketing must take the following courses:

MK 401 Marketing Management
(cannot be waived)
MK 510* Customer Behavior
MK 520* Marketing Research

A student may choose two courses from the following to complete the concentration:

BU 510 Applied Forecasting
BU 535* Global Logistics Management
MK 535 Building Brand Equity
MK 560* Business to Business Marketing in the Internet Economy
MK 570* Internet Marketing
MK 540* Advertising Management
MK 550* Global Marketing
MK 585* Seminar: Contemporary Topics in Marketing

Taxation Concentration:
Students with a concentration in Taxation must take:

TX 501 Federal Income Taxation of Individuals (3 credits)
plus
TX 501L Federal Tax Research Methodology Lab (1 credit)
TX 502 Taxation of Property Transactions
(Prerequisite: TX 501)

Students must choose a capstone and two elective courses from one of the following tracks to complete the concentration:

Business Taxation Track
TX 510 Corporate and Shareholder Taxation
TX 512 Advanced Corporate Taxation

Individual/Family Taxation Track
TX 520* Estate and Gift Taxation
TX 522* Taxation of Flow-Through Entities, Shareholders and Beneficiaries

Capstone Courses
TX 550* Business Tax Planning – Business Taxation Track
TX 560* Family Tax Planning – Individual Taxation Track

Additional courses not part of either Track
AC 520* International Business, Accounting and Tax Issues
TX 535 Taxation for Management Decision- Making

**Designated as research courses.*

Overall Program Requirements

Core Courses ..... 29 credits
Breadth Courses ..... 21 credits
Concentration Courses ..... 12 credits
Total Requirements ..... 62 credits

A minimum of 36 graduate credit hours must be completed at Fairfield University for the MBA degree.

The Master of Science in Finance Program

The Master of Science in Finance provides unique opportunities for individuals who want to enhance their career opportunities in the areas of investments, corporate finance, or banking. The main program consists of ten 3-credit courses (8 required and 2 electives) and is especially useful for those who want to pursue advanced certification, such as the CFA, CFM, CFP, etc. Applicants should hold an undergraduate or an MBA degree and have an adequate background in the areas of microeconomics, macroeconomics, financial accounting, and statistics. Applicants lacking proper training in these areas will need to take preparatory courses in addition to the main course work.

The M.S. in Finance Curriculum

Required Courses – 24 credits

FI 401	Financial Management
FI 505	Case Problems in Finance
FI 540	Investment Analysis
FI 545	Portfolio Management
FI 555	International Financial Management
FI 560	Global Financial Markets and Institutions
FI 565	Derivative Securities and Financial Risk Management
FI 595	Research Methods in Finance

Elective Courses – 6 credits

FI 500	Creating and Managing Shareholder Value
FI 520	Capital Budgeting
FI 525	Working Capital Management
FI 570	Fixed Income Securities
FI 585	Seminar: Contemporary Topics in Finance
FI 597	Independent Seminar in Finance

Note: All courses are 3-credit courses.

Overall Program Requirements

Required Courses ..... 24 credits
Elective Courses ..... 6 credits
Total Requirements ..... 30 credits

The Master of Business Administration Program in Public Accounting

The Master of Business Administration Program in Public Accounting (the "Program") is designed to provide students with a Bachelor of Science degree in Accounting with an opportunity to complete a Master in Business Administration degree within a 12- to 15-month period, based on undergraduate coursework, as well as fulfill the 150 hour criterion to sit for the uniform CPA examination, as passed in the State of Connecticut and most other jurisdictions. Students complete their studies over one or two summers and one academic year immediately following undergraduate commencement (May through the following May or August).

A key component of the Program is a Public Accounting Practicum. The Practicum is a full-time, paid position with a sponsoring national public accounting firm. The students receive credit towards their MBA degree for completion of the Practicum. Fairfield University undergraduates generally complete two Practicums, during the first half of the spring Semesters of their senior and graduate years. Non-Fairfield University students complete one Practicum, during the first half of the spring semester of the Program.

The Program in Public Accounting Curriculum

The students in this program complete the series of Breadth Courses as outlined under the general MBA curriculum section. The students also complete a series of specialization courses in order to receive a concentration in Accounting and Taxation, or Finance. These concentrations are fulfilled under the same standards outlined under the general MBA curriculum section. In addition, students complete a series of accounting and taxation courses and the Practicum in Public Accounting in order to fulfill the requirements to sit for the Uniform CPA Examination (the "Exam") in the State of Connecticut, as well as a number of other state jurisdictions. A number of courses are made available to the students to meet these requirements. The Practicum in Public Accounting is a program requirement. With respect to all other courses, the students may choose the particular courses to take, based on individual interest, number of additional credits needed to sit for the Exam, and availability in course offerings. This series includes, but is not limited to, the following courses:

TX 501	Federal Income Taxation of Individuals
TX 502	Taxation of Property Transactions
AC 510	Contemporary Issues and Problems in Accounting
AC 520	International Business, Accounting and Tax Issues
AC 530	Accounting for Governments, Hospitals, and Universities
AC 560	Issues in Auditing and Assurance Services

Additional courses may be offered to fulfill the Exam requirements due to curriculum enhancements and course demand.

Computer Usage: All students are expected to demonstrate and/or attain proficiency in the use of computers during their program of study. Computer usage is integrated throughout the curriculum and it is expected in each course. The School provides fully equipped microcomputer labs for student use and each student may obtain a computer account for access to the University's mainframe systems.

The Certificate Programs for Advanced Study

The Certificate Programs for Advanced Study in Accounting, Finance, Human Resource Management, Information Systems & Operations Management, International Business, Marketing, and Taxation provide opportunities for qualified professionals to enhance their competency and update their skills in an area of specialization.

The 15-credit program is designed to provide a complete integration to the theory and practice of contemporary business. The Certificate Programs for Advanced Study in Finance, Human Resource Management, Information Systems & Operations Management, International Business and Marketing are suitable for working professionals who have already earned a graduate degree whose responsibilities are currently or expected to be in a particular specialty, and who desire greater depth of academic preparation in that subject area; or for individuals outside of the area who desire to understand multifunctional thinking in order to compete effectively in the marketplace.

The program requires completion of the introductory course in the subject area, i.e., Finance: Financial Management, FI 401; Human Resource Management: Human Resource Strategies, MG 503; Marketing: Marketing Management, MK 401; Information Systems & Operations Management: Information Communication and Technology, IS 401; and four additional courses selected from the area of specialization of courses in that subject area for a total of 15 credits. All programs of study are planned, considering the interests and goals of the participant, with the Assistant Director of Graduate Programs.

Candidates for the certificate are to complete all requirements within three years of beginning their course work. They are expected to make some annual progress toward the certificate in order to remain in good standing. A candidate who elects to take a leave of absence must notify the Dean in writing.

Grades and academic average computation are identical to those of the MBA and MS programs. Certificates are awarded to candidates who complete their programs with at least a 3.00 overall grade point average.

All courses are 3 credits unless otherwise noted.

Course Descriptions

AC 400 Financial Accounting
This course focuses on the basic concepts and tools of analysis necessary for comprehending and using financial statements. Students learn about the financial reporting process and focus on interpreting financial statement information. Topics covered include financial statement analysis, accrual accounting, revenue and expense recognition, and accounting for assets, liabilities and equities.

AC 401 Management Accounting
This course focuses on the effect of the organization's cost structure on its competitive position. The role of costs in managers' decision-making and planning and control of the organization is closely examined. Students learn to accumulate costs and assign them to products and services. They engage in profit planning and resource allocation through the budgeting process. They evaluate organizational performance of cost, profit, and investment centers. (Prerequisite: AC 400 or equivalent)

AC 402 Financial Statement Analysis
This course uses a case approach for analysis of financial statements by users within and external to the organization. The focus is on understanding the role of profitability, liquidity, solvency, and capital structure in the financial position and performance of the organization. The role of financial statement data in supporting investment, credit, and other management decisions is also discussed. (Prerequisite: AC 400 or equivalent)

AC 498 Public Accounting Practicum
Students gain practical experience in a public accounting firm. (Prerequisites: Admission to the MBA Program in Public Accounting and approval of the program director)

AC 510 Contemporary Issues and Problems in Accounting
This course provides a discussion of emerging issues, recent pronouncements of accounting rule-making bodies, and unresolved controversies relating to contemporary financial reporting. The course takes into consideration institutional, historical, and international perspectives. Topics covered may include revenue recognition, earnings quality, international harmonization, social responsibility, and e-commerce issues. *6 credits*

AC 520 International Business, Accounting, and Tax Issues
This course examines both the cultural context of business and its impact on accounting and tax systems as well as current issues affecting the business entity in a global environment. (Prerequisite: AC 400)

AC 530 Accounting for Governments, Hospitals, and Universities
This course examines the fund accounting systems used by governments, hospitals and universities. Topics may include fund accounting, budgeting, and cost control systems. (Prerequisite: AC 400)

AC 540 Design of Cost Management Systems
This case-based course focuses on the evolution of cost management systems from the traditional accounting system to the fully integrated accounting system. The development and use of an activity-based costing system and a modern performance evaluation system as additions to the traditional financial reporting system are discussed as departures from the traditional system. The course concludes with an exploration of the fully integrated cost management system that incorporates the functionality of the original accounting system with the add-on systems using an enterprise resource planning system. (Prerequisites: AC 320 and AC 365 or equivalent)

AC 550 Accounting Information Systems and Technology
This course analyzes the methods used to capture, process, and communicate accounting information in a modern business enterprise. Students learn to document business transaction cycles, identify weaknesses, and recommend internal control improvements. They are expected to design and build a module of an accounting information system using appropriate database technology. (Prerequisite: AC 365 or equivalent)

AC 560 Issues in Auditing and Assurance Services
This course examines current problems and issues in auditing and assurance services. The course is designed with a modular format that facilitates the updating of topics as needed. Topics may include the following: Independence, materiality, forensic accounting, auditing e-commerce transactions, assurance services, management of the information systems audit function, internal auditing, fraud detection, and the evaluation of audit evidence. (Prerequisite: AC 330 or equivalent)

BU 403 Global Legal, Social and Ethical Environments of Business
An examination of the responsibility of business for the public health and welfare, as expressed in major developments in the law over the past half-century. The course includes an introduction to the legal system as it expresses various social, ethical, and political norms, and common law and regulatory controls in such areas as consumer protection, unfair trade practices, workplace safety, environmental protection and fair employment practices. Students consider current ethical and moral dilemmas that confront both managers and public officials in each of these areas in the U.S. as well as the global economies.

BU 470 Introduction to the Environment of eBusiness
This is a survey course designed to provide the framework for appreciating the scope of eBusiness and setting the stage for further study. Although founded on technology, eBusiness encompasses far more than technology. With this in mind, this introductory course is interdisciplinary in nature. Topics include: Definitions and trends, foundations and infrastructure and the exogenous eBusiness environment. Definitions and trends coverage includes topics such as B2B, B2C, electronic payment, privacy, security, electronic catalogs, and auction sites. Foundations and infrastructure will cover the use of networking, databases and the Internet as a base for commerce. Study of the exogenous environment will include: Globalization, privacy, security, electronic contracts and payments, content liability, social impact, taxation, intellectual property, copyright, ownership of data, licensing, "cyberlaw," and worldwide government regulation. (Prerequisite: IS 401)

BU 502 Global Market Analysis and Valuation
A complete review of economic, financial, and marketing conditions necessary for a manager's analysis of new global market opportunities and their viability. It entails macroeconomic analysis, financial statement and cash flow forecasts, the determination of market value added, financial ratio analysis, technology development and marketing concepts.

BU 510 Applied Forecasting
An examination of the construction and use of mathematical models and forecasting techniques. Linear programming, simulation and decision-making under uncertainty are covered in detail. The classical methods of time-series forecasting is presented. Emphasis is placed upon practicality and will have extensive computer support.

BU 526 International Business Law and Regulation
Public and private international law and regulation, emphasizing issues relevant to doing business internationally.

BU 530 Global Operations Management
This course examines business practices on how to strategically develop and implement operations and production competencies to build competitive advantages. The objective of this course is to address the issues of integrating technologies and operations, strategic planning and control, quality and productivity improvement, and reengineering. Several analytical models and computer applications are used to aid decision-making. (Prerequisite: MG 404 or permission of instructor.)

BU 535 Global Logistics Management
This course emphasizes global logistics as the management of time and place. It takes an integrated cross-functional management approach utilizing strategic infrastructure and resource management to efficiently create customer value. Specifically, it examines the time-related global positioning of resources, or the strategic management of the total supply-chain. Topics include procurement, manufacturing, distribution, and waste disposal, and a concomitant discussion of associated transport, storage and information technologies.

BU 584 Global Competitive Strategy
BU 584 should be taken as the second course in a sequence with MG 508 and is designed to be the MBA Capstone.

This course considers the formulation of effective policy and strategy actions and their management. This course examines the role of the general manager in this process and presents diversified issues and problems a business firm and managers may be required to consider in strategic planning. The course also examines the problems and tasks of strategy implementation and the general manager's function of achieving stated objectives and the establishment of new objectives to assure the continuity of the business organization. Students are required to prepare a business plan as part of this course. (Prerequisites: All core courses, MG 508, and majority of breadth courses.)

BU 590 Seminar: Contemporary Topics in eBusiness
This course examines current issues and literature on eBusiness. The topics change from semester to semester depending on student and/or faculty interest.

FI 400 Monetary and Fiscal Policy
An examination of Keynesian, Monetarist and Rational Expectations theories of the role of money in the economy, the study of monetary policy goals and their implementation. An examination of federal government fiscal functions and budgets in terms of equity, efficiency and stabilization. (Prerequisite: QA 400)

FI 401 Financial Management
An examination of contemporary financial theory as applied to the corporation. Consideration is given to the investment decision, financing decision, and dividend decision in the framework of efficient international capital markets. Other topics discussed include the risk-return tradeoff and the theory and application of options. (Prerequisite: AC 400)

FI 500 Creating and Managing Shareholder Value in a Dynamic Business Environment
This course examines business decision making with the aim of creating and managing value for shareholders. Accordingly, students learn how to lead and manage a business in a competitive environment. This involves the formulation of corporate objectives and strategies, operational planning and integration of various business functions leading to greater shareholder value. Topical coverage includes investment and strategic financial decision-making. A business simulation is used to facilitate the learning process. (Prerequisites: AC 400, FI 401)

FI 505 Case Problems in Finance
An examination and application of the principles developed in Financial Management to specific problems. The objective is a complete integration, in a strategic planning context, to the theory and practice of finance using case studies. (Prerequisite: FI 401)

FI 520 Capital Budgeting
An examination of the decision methods employed regarding long-term asset investment and capital budgeting policy. The course includes a study of quantitative methods used in the capital budgeting process - simulation, mixed integer programming, and goal programming. The student uses these techniques and supporting computer software to address questions raised in case studies. (Prerequisite: FI 401)

FI 525 Working Capital Management
An examination of the theory, practice and corporate policy of the management of current assets and current liabilities. Topical coverage includes cash and marketable securities management, cash budgeting, inventory control, accounts receivable management, and short-term and intermediate-term financing. (Prerequisite: FI 401)

FI 540 Investment Analysis
An examination of the determinants of valuation for bonds, stocks, options, and futures. The function of efficient capital markets are stressed in developing the risk-return tradeoffs essential to the valuation process. (Prerequisite: FI 401)

FI 545 Portfolio Management
An examination of how individuals and firms allocate and finance their resources between risky and riskless assets to maximize utility. An overall model is examined that provides the sense that the portfolio process is both dynamic and adaptive. Consideration is given to portfolio planning, investment analysis, portfolio selection, portfolio evaluation, and portfolio revision. (Prerequisite: FI 540)

FI 555 International Financial Management
The globalization of international financial markets presents international investors and multinational corporations with new challenges regarding opportunities and risks. This course examines the international financial environment of investments and corporate finance. The alternatives available to market participants are evaluated in terms of risk and benefits. Topics covered include exchange rate determination, exchange rate exposure, basic financial equilibrium relationships, risk management including the use of currency options and futures, international capital budgeting and cost of capital, and short-term and international trade financing. (Prerequisite: FI 401)

FI 560 Global Financial Markets and Institutions
An examination of financial markets in the context of their function in the economic system. The material deals with the complexity of the financial markets and the variety of financial institutions that have developed. The dynamic nature of the financial world, which is continually evolving, is stressed.

FI 565 Derivative Securities and Financial Risk Management
This course offers in-depth coverage of derivative securities (i.e., options futures and swaps). Traditional as well as more exotic derivatives are covered. The objectives of the course include analysis of the principles that govern the pricing and the two most important uses of these securities, hedging and speculation. The use of derivatives in managing risk exposure and assessing value at risk (VAR) is emphasized. (Prerequisite: FI 540)

FI 570 Fixed Income Securities
This course deals extensively with the analysis and management of fixed income securities. They constitute almost two thirds of the market value of all outstanding securities. This course provides an analysis of Treasury and agency securities, corporate bonds, international bonds, Mortgage-Backed Securities, and related derivatives. More specifically, this course provides an in-depth analysis of fixed income investment characteristics, modern valuation, and portfolio strategies. (Prerequisite: FI 540)

FI 585 Seminar: Contemporary Topics in Finance
An examination of recent practitioner and academic literature in various areas of finance. Topics vary each semester to fit the interests of the seminar participants. Guest speakers are invited as appropriate. (Prerequisite: FI 401)

FI 595 Research Methods in Finance
This course deals extensively with applied research methods in finance. Finance is a highly empirical discipline because there is practical relevance in the models and theories used. What distinguishes research methodology in finance from the methodology used in other social sciences is the central role that risk plays. This in turn has necessitated the creation of new methods of investigation. These new methods are adopted by the finance industry at an astonishingly fast rate. For example, methods of assessing stationarity and long-run equilibrium as well as methods measuring uncertainty found a home in the finance area. This course covers both traditional and new research methods that are directly, and in most instances, solely applicable to finance problems. This course is only open to M.S. in Finance students. (Prerequisite: FI 540)

FI 597 Independent Seminar in Finance
This course provides students with the opportunity to explore a financial topic of interest in depth. The intent is to immerse the student in detailed investigation requiring substantial research and analysis. This course is only open to M.S. in Finance students. (Prerequisite: FI 595)

IL 585 Seminar: Contemporary Topics in International Business
An examination of recent practitioner and academic literature in various areas of international management. Topics vary each semester to fit the interests of the seminar participants. Guest speakers are invited as appropriate.

IS 401 Information Communication and Technology Management
This course provides an examination of techniques for determining the information needs of a manager and for developing the systems, using the appropriate technology, whereby that information is available to the manager at the time required, in a format desired and at a cost that is reasonable.

IS 501 International Information Systems
This course explores the impact of information technology on globalization of business, environments of West/East Europe, Pacific Rim, and the Third World, models and issues, planning and managing global systems, and technology transfer. This includes the history and types of information systems, impact on business and increased competitiveness; information technology environment in West/East Europe, Pacific rim, Third World; technical, economic, behavioral issues of global information systems; multinational challenges, strategies for international agencies; technical components of global information systems, cost/benefit analysis of global systems, maintenance issues; and information technology transfer, transborder data flows, and electronic data interchange.

IS 502 Impact of Computing on Life and Work

Coping with cyberspace in work and life calls for a new type of "hero" for the information age - one who is a team player, a visionary, and has information-enablement in theory and application. This course focuses on appropriate use of information technology with special emphasis on the non-technical aspects of introducing computing in different environments, game playing and virtual reality implications. The course presents ways to cope with information technology in the workforce of the next century. The text highlights work through the ages, technological change, automation, and progress; humanism, alienation, privacy and surveillance, intellectual property; political correctness and ethical implications of the use of information technology; emergence of a new technologically-based elite, workforce 2000 issues; corporate decision-making, simulation concerns, training managers for the next century; power and information, dealing with complexity, accountability; and information technology and personal decision-making styles, personal productivity, and collaboration.

IS 503 Data Mining and Data Warehousing

This course is an in-depth look at building a Data Warehouse and its use in Data Mining. Making use of a modern DBMS, the areas of analysis, design and construction of Data Warehouses, Star-Schema or Multidimensional are explored. Students, working in teams, focus on the phases of building the Data Warehouse, and explore its contents with Data Mining techniques such as Predictive Data Mining and Knowledge Discovery.

IS 585 Seminar: Contemporary Topics in Information Systems

This course is derived from current literature on information technology. The topics change from semester to semester depending on student and/or faculty interest and may include topics such as enterprise-wide computing with networks; modeling and business simulation; technotrends for the new millennium; creative problem-solving using information technology; executive information systems for decision-making; ethics, morals, and other socio-economics factors in the use of information technology; comparative computer languages; limitations and applications; and groupware and electronic media in decision-making.

MG 400 Organizational Behavior

An examination of micro-level organizational behavior theories as applied to organizational settings. Topics such as motivation, leadership, job design, interpersonal relations, group dynamics, communication processes, organizational politics, career development and strategies for change at the individual and group levels are covered. An experiential format is utilized to provide students with a simulated practical understanding of these processes in their respective organizations.

MG 404 Quality Management and Operations

This is an introductory course in quality control for business students concerned with the connection between management philosophy and the notion of continuous improvement. The course takes a process-oriented approach that lends itself to an emphasis on the work of Deming and Shewhart to develop the distinction between a stable process and an unstable process. It is vital that management recognize this distinction and understand that a stable process is achieved by removing, one by one, the special causes of trouble which are best detected with simple statistical methods. (Prerequisite: QA 401)

MG 500 Corporate Culture and Diversity Management

Students explore the impact of corporate culture on the management of diversity. They develop an increased appreciation for the ways in which valuing differences in the workplace can enhance both personal development and organizational effectiveness. To accomplish this, students explore why diversity has become a central strategic issue, their own operative diversity framework, the relationship between diversity and management effectiveness, and strategies for valuing diversity. The class addresses specific dimensions of diversity and the knowledge and skills students must develop to effectively work with others who are different from them.

MG 503 Human Resource Strategies

This course conceptualizes "human resource strategies" in the broadest sense. As a required component in the MBA curriculum for all students, the central goal of this course is to assist students from all fields to become better managers of people - better bosses, better leaders, better motivators, and more effective employer agents. Toward these ends, the course familiarizes students with the basics and best practices in several functional areas of employee management (i.e., staffing, performance evaluation, training and development, compensation, work design, and labor relations), their nexus to organizational performance, and their interconnections. Moreover, on the micro level, it encourages students to develop and refine strategies that will strengthen their personal model of employee management.

MG 504 Leadership

Are great leaders born or made? This course explores the art and science of leadership and interpersonal influence. Theories of leadership, empowerment, and delegation are reviewed to determine what makes an effective leader. Students participate in a variety of experiential exercises and participate in a team building "Leadership Challenge" experience. (Prerequisites: MG 400, MG 503)

MG 505 Performance Appraisal and Compensation Systems

This course is intended to build on the foundational evaluation and reward concepts covered in Human Resource Strategies. Students explore in some depth the interface of organizational performance management and compensation systems. Topics may include 360 feedback programs, behaviorally-anchored rating scales, ESOPs, profit-sharing, gain-sharing, and the strategic use of employee benefits. (Prerequisite: MG 503)

MG 507 Negotiations and Dispute Resolution

Extensive discussion of principles of negotiation and dispute resolution. A major project involves dispute resolutions, such as workplace grievance, loan workouts, or contractual disputes.

MG 508 Strategic Management of Technology and Innovation

MG 508 should be taken as the first course in a sequence with BU 584.

Topics covered include competitive analysis in various market structures, technology development, new product development, dealing with uncertainty and risk, technology transfer, technology management and selection, and other topics relevant to the economic value of the firm. (Prerequisite: MG 404)

MG 510 Law and Human Resource Management
This course examines law and public policy issues regarding employee rights and obligations, including employment discrimination, OSHA, pension and benefit issues, minimum wage, and workers' compensation and employment benefits. This course also covers methods of alternative dispute resolution including mediation, arbitration and negotiation in a Human Resource context

MG 520 Women in the Workplace
This course focuses on gender issues in the workplace, through examination of such topics as sex role expectations, social roles and the construction of gender as it influences organization, gender role stereotyping, and gender and power. Also considered are issues such as pay differentials, work and family responsibility, women as entrepreneurs, sexual orientation, and the intersection of race, class, ethnicity and gender as factors affecting work and careers. The course also covers the status of women workers in an international context.

MG 550 International Human Resource Management
This course recognizes the complexities of managing human resources in the global village. It deals with topics such as work force diversity as the firm enters new global markets, international training issues, legal and regulatory issues, retention, workforce mobility, compensation and other issues.

MG 560 Entrepreneurship
This course covers the topic of entrepreneurship and small business management. The focus of the course is the development of entrepreneurial start-up ventures from the point of view of the founding entrepreneur. The characteristics and skills of successful entrepreneurs, the stages of growth of entrepreneurial businesses and the crises of management in start-up ventures are explored. Issues confronting family and small business management also are discussed. (Students have the opportunity to create their own start-up business plan in conjunction with other faculty as the primary course requirement).

MG 570 Labor Relations
The dual aim of this course is to acquaint the student with the dynamics of the labor-management relation and to make the student a better negotiator and manager of workplace conflict. Toward these ends, this course examines the processes of bargaining and dispute resolution primarily in the context of the unionized environment. Case studies, law cases, and experiential exercises are used to explore issues such as negotiations strategy, mediation, and arbitration. Successful models of cooperative relations between management and labor are also covered.

MG 580 Cross-Cultural Management
This course develops a framework for distinguishing the various stages of cooperative relationships across national cultures which have distinct characteristics and call for different modes of behavior. The stages of this framework include: identifying a cross cultural win-win strategy; translating the strategy into viable action plans; executing the strategy and making cross cultural collaboration happen; and assuring that emerging synergistic organizations become self-initiating entities. Concurrently, the necessary managerial skills for the support of each of these stages are identified and discussed in detail.

MG 585 Seminar: Contemporary Topics in Management
An examination of recent practitioner and academic literature in various areas of Human Resource Management. Topics vary each semester to fit the interests of the seminar participants. Guest speakers may be invited as appropriate.

MK 401 Marketing Management
An examination of analytical and managerial techniques as applied to the marketing function. Emphasis is on the development of a conceptual framework necessary to plan, organize, direct and control the product, promotion, distribution, and pricing strategies of the firm. Consideration is also given to the way marketing relates to other units within the firm.

MK 500 Creating, Managing, and Measuring Customer Value
The course covers several of the related but independent concepts that have recently emerged under the umbrella of "customer value." The nature of the costs and benefits associated with the notion of customer value are discussed, as are the associated concepts of customer satisfaction, customer loyalty and customer relationship building. The philosophy underlying the course is that the satisfaction of customer needs is the best way to meet the organizational goals of the firm in the long term. These concepts are also discussed in terms of adding 'value' to global campaigns for products and services. (Prerequisites: All core courses)

MK 510 Customer Behavior
This is an interdisciplinary approach to understanding the behavior of consumers in the marketplace. Concepts covered are from the fields of economics, psychology, social psychology, sociology, and psychoanalysis. Among the many topics covered are motivation, perception, attitudes, consumer search, and post-transactional behavior. (Prerequisite: MK 401, or permission of instructor)

MK 520 Marketing Research
This course provides an overview of the risks associated with marketing decisions. Emphasis is on developing skills for conducting basic market research. Topics covered include problem formulation, research design, data collection instruments, sampling and field operations, validity, data analysis, and presentation of results. (Prerequisite: MK 401, or permission of instructor)

MK 535 Building Brand Equity
This course focuses on both the theory and conceptual tools involved in the development and implementation of product and services branding strategies, as means for insuring brand awareness, acceptance, and success (i.e., "equity") in the marketplace. The objectives of the course are to: 1) highlight the importance and impact of the brand in the marketplace, 2) identify various decisions involved in creating successful brands, 3) provide an overview of different means for measuring brand effectiveness, and 4) explore the existence of customer-brand relationships. The course material is offered in three general modules: Module 1 - Identifying/ Developing Brand Equity; Module 2 - Measuring Brand Equity; and Module 3 - Managing Brand Equity. (Prerequisite: MK 401 or permission of instructor)

MK 540 Advertising Management
The goal of this course is to provide a comprehensive overview of advertising and promotional processes, and develop strategies facilitating managerial decisions in the areas of advertising, public relations, sales promotion, and direct marketing. Accordingly, this course 1) analyzes the importance and influence of advertising in the changing marketplace, 2) provides the student with an integrated approach for analyzing marketing communication opportunities, 3) develops the capability for designing, implementing, and evaluating advertising campaigns, and 4) promotes an understanding of the different methods of measuring advertising effectiveness. (Prerequisite: MK 401 or permission of instructor)

MK 550 Global Marketing
This course investigates the role of marketing and marketing management in different environments. It focuses on the distinction between the various marketing activities in a domestic setting versus the impact of the cultural, political, and geographic issues faced in different countries and regions of the world. (Prerequisite: MK 401 or permission of instructor)

MK 560 Business-to-Business Marketing in the Internet Economy
The object of the course is to develop an applied understanding of the principles of business-to-business marketing. Business-to-business marketing focuses on organizational customers who buy for production purposes, rather than individuals who buy for personal consumption. The techno-economic purchase motivations of organizational customers require appropriate adaptation of product, distribution, promotion, and pricing strategies. The course examines the strategic and operational implications of organizational buyer behavior and other special characteristics of business-to-business products and services that influence their marketing strategy. The Internet has become an integral and indispensable instrument of every function and activity in business-to-business marketing operations, and its specific and vital role is discussed in all subjects covered in the course. (Prerequisite: MK 401 or permission of instructor)

MK 570 Internet Marketing
The move to an Internet-based society is one of the most important changes that is said to have a significant impact on the way in which business is, and is going to be, conducted. In this course, particular attention is paid to the impact of Internet technology on marketing strategy and practices. Internet technology and eBusiness are discussed in the context of established marketing concepts such as promotion, distribution/logistics, pricing, retailing, marketing research, customer behavior and many other product/service decisions. This is done from a practical as well as academic perspective. Students develop a more profound understanding of the marketing implications of this promising development in the way business is being conducted. (Prerequisite: MK 401 or permission of instructor)

MK 585 Seminar: Contemporary Topics in Marketing
An examination of recent practitioner and academic literature in various areas of marketing. Topics vary each semester to fit the interests of the seminar participants. Guest speakers are invited as appropriate. (Prerequisite: MK 401 or permission of instructor)

QA 400 Managerial and Mathematical Economics
This course focuses on the economic concepts of equilibrium and optimization. The first half of the course covers the economy-wide or macroeconomic equilibrium and its determinants. The role played by both the fiscal branch of government and the Federal Reserve will be discussed. The second half of the course will cover optimization at the microeconomic level. Both consumer and firm behavior are examined. Finally, connections are drawn between macro and micro aspects of the course. Throughout the course, mathematical economic methods provide the expository process for the topics presented and discussed.

QA 401 Data Analysis and Modeling
Graphical and exploratory methods of data analysis are studied. To provide a foundation for useful statistical methods, properties of several distributions (e.g. binomial, normal) are presented. Various statistical methods (including hypothesis testing, analysis of variance and linear regression) are examined for the purposes of prediction and inference. Regression modeling is the highlight and makes up the latter part of the course. Quantitative reasoning, a crucial asset in everyday business, is the goal. Statistical reasoning and methodology provide the tools to reach this goal. *2 credits*

TX 501 Federal Income Taxation of Individuals
This course is designed to introduce students to fundamental income tax concepts through explanation of the federal income tax calculation and tax policy. Topics covered include individual and entity taxation, gross income and deductions, tax accounting, alternative minimum tax, and taxation procedure. Students must take TX 501L concurrently with this course.

TX 501L Federal Tax Research Methodology Lab
This lab introduces the student to the major sources of tax law and the basic research materials and methods used by the professional in resolving tax issues. The lab is a required one-credit companion to TX 501. *1 credit*

TX 502 Taxation of Property Transactions
This course covers the taxation of property acquisitions and dispositions. Topics covered include the distinction between capital and ordinary asset taxation, non-taxable and deferred tax transactions such as like-kind exchanges, real estate sales, related party losses, and wash sales. (Prerequisite: TX 501)

TX 510 Corporate and Shareholder Taxation
This course covers the basics of creating a corporation and the taxation of its operations in the ordinary course of business. Topics covered include a brief comparison of the forms of doing business for tax purposes, formation of corporations, distributions to shareholders, net operating losses, consolidated returns, penalty taxes such as accumulated earnings, alternative minimum tax, personal holding companies, and an introduction to multi-state taxation. (Prerequisites: TX 501 and TX 502)

TX 512 Advanced Corporate Taxation
This course covers liquidations, corporate reorganizations, mergers and acquisitions, personal holding companies, accumulated earnings and international tax issues. (Prerequisite: TX 510)

TX 520 Estate and Gift Taxation
This course covers the complete realm of the unified estate and gift tax section of the Internal Revenue Code. (Prerequisite: TX 501)

TX 522 Taxation of Flow-Through Entities, Shareholders and Beneficiaries
This course covers the income taxation of estates and trusts, S corporations and partnerships. (Prerequisite: TX 502)

TX 535 Taxation for Management Decision Making
This course is designed to develop, in managers, awareness and appreciation of tax issues and their implications in decision making in the business environment. Focus is placed on gross income concepts, taxable entities, the tax process, compensation planning and other issues that may affect the manager in planning. This course is not part of the taxation specialization. No accounting or tax background is necessary.

TX 550 Business Tax Planning
This course deals with the integration of topical areas of current tax planning involving domestic and foreign corporate issues. The case methodology is used and explores such issues as compensation planning, initial public offerings, sales and acquisitions and other forms of divestitures. (Prerequisites: TX 510 and TX 512)

TX 560 Family Tax Planning
This course deals with the integration of current topical areas involving estate and financial planning techniques. The case methodology is used and explores such issues as life insurance, retirement, estate freezes, preferred stock recapitalizations, issues of closely held businesses, and divorce. (Prerequisites: TX 520 and TX 522)

Educational Policies and General Regulations

Catalog

This catalog pertains only to the graduate programs at Fairfield University. It will be useful as a source of continuing reference and should be saved by the student.

The provisions of this bulletin are not an irrevocable contract between Fairfield University and the student. The University reserves the right to change any provision or any requirement at any time.

University Course Numbering System

Undergraduate

01-99	Introductory courses
100-199	Intermediate courses without prerequisites
200-299	Intermediate courses with prerequisites
300-399	Advanced courses, normally limited to juniors and seniors and open to graduate students with permission

Graduate

400-499	Graduate courses, open to undergraduate students with permission
500-599	Graduate courses

Student Programs of Study

All programs of study must be planned with an advisor. In granting approval, the advisor will consider the student's previous academic record and whether or not the prerequisites set forth for the specific program (MBA, MS or Certificate) have been met.

Time to Complete Degree

Students are expected to complete all requirements for the MBA and MS programs within five years, and within three years for the Certificate Program, after beginning their course work. Each student is expected to make some annual progress toward the degree or certificate to remain in good standing.

A student who elects to take a leave of absence must submit a request, in writing, to the Dean.

Grades

The work of each student is graded on the following basis:

A	Excellent
B	Good
C	Fair
F	Failed
I	Incomplete
W	Withdrew without penalty

The symbol + suffixed to the grades of B and C indicates the upper ranges covered by those grades. The symbol - suffixed to the grades A, B and C indicates the lower ranges covered by those grades.

A student who elects to withdraw from a course must obtain written approval from the Dean. Refunds will not be granted without written notice. The amount of tuition refund will be based upon the date the notice is received. Fees are not refundable unless a course is canceled.

Academic Average

Each grade has a numerical value as follows: A = 4.00; A- = 3.67; B+ = 3.33; B = 3.00; B- = 2.67; C+ = 2.33; C = 2.00; C- = 1.67; F = 0. When the numerical value is multiplied by the credit value of the course, the resulting number is known as the number of quality points.

The student's grade point average is computed by dividing the number of quality points earned by the total number of credits completed, including failed courses. The average is rounded to the nearest second decimal place.

Academic Honesty

Fairfield University's primary purpose is the pursuit of academic excellence. Teaching and learning must be based on mutual trust and respect. This is possible only in an atmosphere where discovery and communication of knowledge are marked by scrupulous, unqualified honesty and integrity. Such integrity is fundamental to, and an inherent part of, a Jesuit education. Any violation of academic integrity wounds the entire community and undermines the trust upon which the discovery and communication of knowledge depends.

All members of the Fairfield University community share responsibility for establishing and maintaining appropriate standards of academic honesty and integrity. As such, faculty members have an obligation to set high standards of honesty and integrity through personal example and the learning communities they create. It is further expected that students will follow these standards and encourage others to do so.

Maintenance of Academic Standards

Students are required to maintain satisfactory academic standards of scholastic performance.

Candidates for the master's degrees or the certificate program must maintain a 3.00 grade point average.

Probation

A student whose overall grade point average falls below 3.00 in any semester is placed on probation for the following semester. If the overall grade point average is again below 3.00 at the end of that semester, the student may be dropped from the School. Any student who receives two course grades in any business graduate program below 2.67 or B- will be excluded from the program.

Withdrawal

Students who wish to withdraw from a single course, all courses, or the School must submit a written statement of their intention to the appropriate Dean for his or her approval. Failure to attend class or merely giving notice to an instructor does not constitute an official withdrawal and may result in a penalty grade(s) being recorded for the course(s). In general, course withdrawals are not approved after the sixth scheduled class. In extreme cases, exceptions may be approved by the Dean.

Transfer of Credit

Transfer of credit from another approved institution of higher learning will be allowed if it is graduate work done after the completion of a bachelor's program and completed prior to entering Fairfield University.

No more than six credits may be transferred, and they must be appropriate to the student's present program. An official transcript of the work done must be received before a decision will be made on approving the transfer.

No transfer of credit will be considered until 12 semester hours of the student's program have been completed at Fairfield University. Although no credits for C courses may transfer toward a degree, courses in which C grades were earned may, at the discretion of the Dean, be used for waiving Core courses.

Scholastic Honors

Beta Gamma Sigma – The Honor Society for AACSB Accredited Business Programs

Beta Gamma Sigma is an international honor society recognizing the outstanding academic achievements of students enrolled in collegiate business programs accredited by The AACSB International - The Association to Advance Collegiate Schools of Business. With more than 440,000 members worldwide, the Society's membership comprises the brightest and best of the world's business leaders. At Fairfield University, the top five percent of juniors, top ten percent of seniors, and top twenty percent of graduate students are eligible for membership. Each spring, an induction ceremony is held at the Charles F. Dolan School of Business to welcome new members into the Society.

Beta Gamma Sigma membership provides recognition for a lifetime. With alumni chapters in major metropolitan areas across the United States and the BetaLink on-line membership community, those recognized for their academic achievements at Fairfield University can continue an active relationship with Beta Gamma Sigma long after graduation. This lifelong commitment to its members' academic and professional success is defined in the Society's mission: To encourage and honor academic achievement in the study of business and personal and professional excellence in the practice of business.

Graduation and Commencement

Diplomas are awarded in January, May, and August (see calendar for application deadlines). Students who have been awarded diplomas in the previous August and January, and those who have completed all degree requirements for May graduation, are invited to participate in the May commencement ceremony. However, graduate students must successfully complete all requirements for the degree in order to participate in commencement.

Transcripts

Graduate transcript requests should be made in writing to the University Registrar's Office in Canisius Hall. There is a $4 fee for each copy. Students should indicate the program and dates that they attended. In accordance with the general practices of colleges and universities, official transcripts with the University Seal are sent directly by the University. Requests should be made one week in advance of the date they are needed. Requests are not processed during examination and registration periods.

Academic Grievance

The purpose of procedures for review of academic grievances is to protect the rights of students, faculty, and the University by providing mechanisms for equitable problem solving.

A "grievance" is defined as a complaint of unfair treatment for which a specific remedy is sought. It excludes circumstances that may give rise to a complaint for which explicit redress is neither called for nor sought, or for which other structures within the University serve as an agency for resolution.

Academic grievances either relate to procedural appeals or to academic competence appeals.

Procedural appeals are defined as those seeking a remedy where no issue of the quality of the student's work is involved. For example, a student might contend that the professor failed to follow previously announced mechanisms of evaluation.

Academic competence appeals are defined as those seeking a remedy because the evaluation of the quality of a student's work in a course is disputed.

"Remedies" would include but not be limited to awarded grade changes, such as permission to take make-up examinations or to repeat courses without penalty.

The procedures defined here must be initiated within a reasonable period (usually a semester) after the event that is the subject of the grievance.

Informal Procedure

Step one: The student attempts to resolve any academic grievance with the faculty member, Department Chair, or other individual or agency involved. If, following this initial attempt at resolution, the student remains convinced that a grievance exists, she or he advances to step two.

Step two: The student consults the Chair, or other individuals when appropriate, bringing written documentation of the process up to this point. If the student continues to assert that a grievance exists after attempted reconciliation, she/he advances to step three.

Step three: The student presents the grievance to the Dean of the involved school, bringing to this meeting documentation of steps one and two. If the Dean's attempts at mediation prove unsuccessful, the student is informed of the right to initiate formal review procedure.

Formal Procedure

Step one: If the student still believes that the grievance remains unresolved following these informal procedures, she/he initiates the formal review procedure by making a written request for a formal hearing through the Dean to the Academic Vice President. Such a request should define the grievance and be accompanied by documentation of completion of the informal process. It should also be accompanied by the Dean's opinion of the grievance.

Step two: The Academic Vice President determines whether the grievance merits further attention. If not, the student is so informed. If so, the Academic Vice President determines whether it is a procedural or competence appeal. If it relates to a procedural matter, she/he selects a Dean (other than the Dean of the involved school) to chair a Grievance Committee.

If it relates to an academic competence matter, the Academic Vice President requests from the Dean involved the name of two outside experts to serve as a consultant panel in determining the merit of the student's grievance.

Step three: For procedural appeals, the Grievance Committee takes whatever steps are deemed appropriate to render a recommendation for resolving the grievance. The Committee adheres to due process procedures analogous to those in the Faculty Handbook

For competence appeals, the Academic Vice President contacts the outside panel members and requests that they review the case in relation to its content validity.

Step four: The recommendation from either the Grievance Committee or the panel is forwarded to the Academic Vice President in written form, accompanied, if necessary, by any supporting data that formed the basis of the recommendation.

Step five: The Academic Vice President renders a final and binding judgment, notifying all involved parties. If the grievance involves a dispute over a course grade given by a faculty member, the Academic Vice President is the only University official empowered to change that grade, and then only at the recommendation of the committee or panel.

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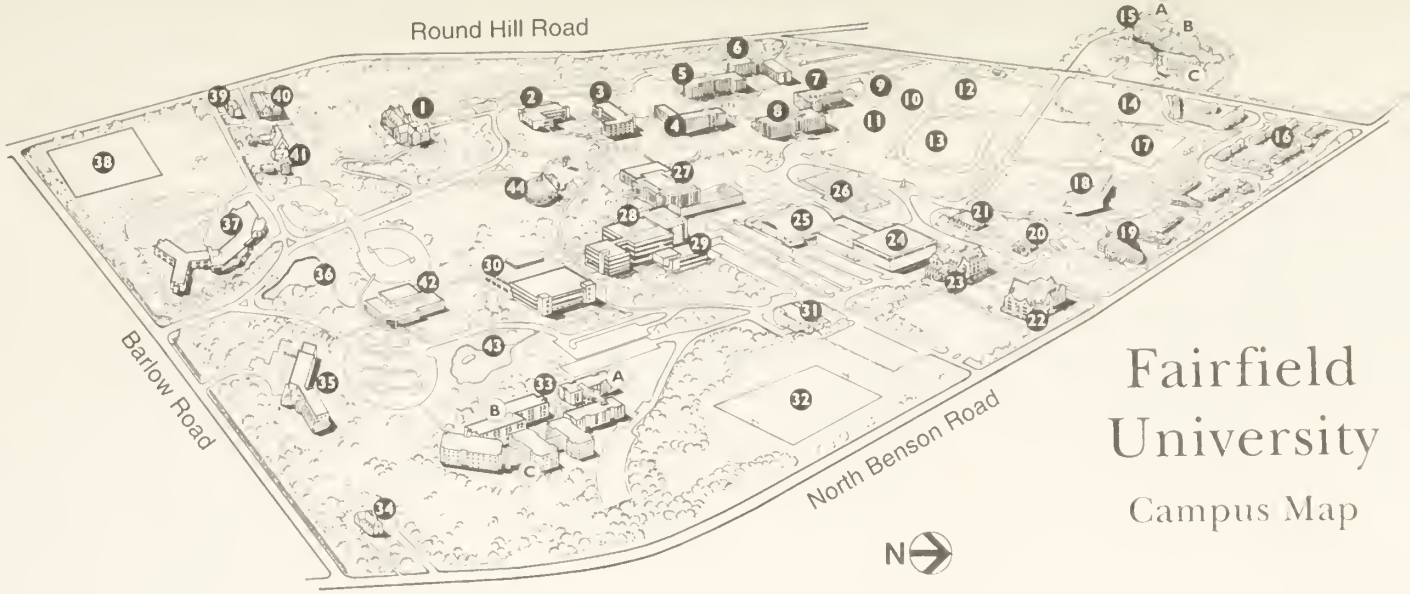

Fairfield University

Campus Map

1. Bellarmine Hall
2. Donnarumma Hall
3. Canisius Hall
4. Gonzaga Hall
5. Regis Hall
6. Jogues Hall
7. Campion Hall
8. Loyola Hall
9. Alumni Softball Field
10. Basketball Courts
11. Campion Field
12. University Field
13. Varsity Field
14. Alumni Diamond
15. Dolan Campus
    - A. John C. Dolan Hall
    - B. David J. Dolan House
    - C. Thomas F. Dolan Commons
16. Student Town House Complex
17. Alumni Field
18. Thomas J. Walsh, Jr. Athletic Center
19. McAuliffe Hall
20. Alumni House
21. The Levee
22. Xavier Hall
23. Berchmans Hall
24. Leslie C. Quick, Jr. Recreation Complex
25. Alumni Hall - Sports Arena
26. Tennis Courts
27. John A. Barone Campus Center
28. Rudolph F. Bannow Science Center
29. School of Nursing
30. DiMenna-Nyselius Library
31. Central Utility Facility
32. Grauert Field
33. The Village
    - A. Kostka Hall
    - B. Claver Hall
    - C. New Apartments
34. Jesuit Residence - St. Robert
35. Jesuit Residence - St. Ignatius
36. Bellarmine Pond
37. Charles F. Dolan School of Business
38. Barlow Field
39. Southwell Hall
40. PepsiCo Theatre
41. Maintenance Complex
42. Regina A. Quick Center for the Arts
43. Hopkins Pond
44. Egan Chapel of St. Ignatius
    Loyola and Pedro Arrupe, S.J
    Campus Ministry Center

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- From New York or New Haven via Merritt Parkway (Rt. 15). Take Exit 44, at bottom of ramp turn left; at light turn south onto Black Rock Turnpike; proceed 2 miles to Stillson Road (Rt. 135) and turn right. Bear left onto North Benson Road to the entrance.

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